
CREW PITTSBURGH



Strategic Long-Range Plan

September 2009

10 – 30 YEAR PLANNING HORIZON

~CORE IDEOLOGY & ENVISIONED FUTURE~

*Core ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: **core purpose** – the organization's reason for being – and **core values** – essential and enduring principles that guide an organization.*

*Envisioned future conveys a concrete, but yet unrealized, vision for the organization. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.*

CORE IDEOLOGY

Core Purpose:

To advance the success of women in commercial real estate.

Core Values:

- Commitment to advancing and empowering women in commercial real estate.
- Excellence: progressive and innovative; relentless pursuit of quality and integrity in business and professional relationships.
- Leadership: visionary, dynamic and solution-oriented.
- Professional Community: passionate commitment to mutual assistance; multi-disciplinary; responsive, loyal and supportive relationships.

ENVISIONED FUTURE

Big Audacious Goal (BAG):

- To achieve parity in opportunity, influence, power and respect in the commercial real estate industry.

Vivid Descriptions:

Women influence our Industry

- Women will be influential leaders in all segments of the commercial real estate industry worldwide. Women will be as likely as men to serve as CEOs, to be private real estate developers, and to serve as presidents of major lending and banking organizations.

Gender is not a Factor

- Gender will no longer be an identifying factor in the contribution that women make to the industry – being a successful professional will receive more focus than the gender of that individual; the tone and acceptance of women in positions of power in the industry will have changed significantly.

CREW Pittsburgh creates opportunities for women and members

- Women of diverse backgrounds will have unlimited opportunities in the commercial real estate industry because of CREW Pittsburgh's efforts: individual members will feel empowered within their individual professions and will have greater personal and economic success as CREW Pittsburgh members than they could have otherwise achieved without their membership in CREW Pittsburgh. Members will have a significant competitive advantage over non-members because of the networking, leadership and personal development opportunities available to them through CREW Pittsburgh.

Parity creates a competitive advantage

- Commercial real estate companies that have achieved parity for women will have a competitive business advantage, and will know they do.

Associating with CREW Pittsburgh brings success

- Companies, employers, and sponsors seek out CREW Pittsburgh and its members as critical components of their success. Our members will be the most respected professionals in the industry, and through their participation in CREW Pittsburgh, they will effect and influence change in their sectors of the industry.

5 – 10 YEAR PLANNING HORIZON

~ASSUMPTIONS ABOUT THE RELEVANT FUTURE~

*CREW Pittsburgh's strategic long-range plan must be based in part on a projected view of the future environment and the relevant world at large. **Foresight** about the relevant future is what will make the long-range plan strategic. When conditions change, strategy needs to be adjusted. An annual review of this thinking will help the organization ensure the ongoing relevance of its strategy.*

Demographics:

1. Our region has an aging population.
2. There is a push to live downtown.
3. There is a “brain drain” of college graduates.
4. We have low immigration statistics.
5. Pittsburgh has Eastern European diversity.
6. The more affluent are moving to suburbs.

Global Business & Economic Climate:

1. Pittsburgh has a stable commercial real estate market.
2. Industry is moving from manufacturing to technology and highly specialized manufacturing.
3. There has been a move to medical/education industries.

Legislation & Regulation:

1. Taxes are high in the region.
2. There are 136 municipalities in Allegheny County, which makes it difficult to get business done.
3. We have budgetary issues in the state.
4. Democrat party holds the power in the region; regionally we are conservative.

Industry Structure:

1. Brownfield development is big in the region.
2. There is a move to go “green”.
3. Natural gas growth
4. There are few women developers in region.

Technology and Science:

1. Leed certification is a growing segment.
2. Conservation of riverfront is ongoing.
3. Robotics, medical and biomedical communities are growing, as are incubator companies.

5 – 10 YEAR PLANNING HORIZON

~MEGA ISSUES~

Mega issues are issues of strategic importance that represent challenges the organization will need to face in defining the ultimate direction of its long-range plan. These issues represent potential impediments to achievement of the envisioned future and form a basis for dialogue about the choices facing the organization. These questions can also serve as an ongoing menu of strategic issues that the Board can use – in a knowledge-based approach to gathering insights relative to CREW Pittsburgh’s strategic position and directional choices – to create regular opportunities for strategic dialogue about the issues facing the industry.

2009 Mega Issues:

The CREW Pittsburgh Board reviewed the four priorities identified by the CREW Network Board and determined that the priorities that will form the basis for its strategic discussions apply to our chapter:

1. Elevating the stature of CREW Pittsburgh by enhancing and communicating a strong organizational brand.
2. Acting as an effective catalyst for change in the commercial real estate industry.
3. Elevating the stature of CREW Pittsburgh members by creating business and leadership opportunities.
4. Expanding CREW Pittsburgh resources to advance our ability to improve member services.

3 – 5 YEAR PLANNING HORIZON

~OUTCOME-ORIENTED GOALS~

Goals are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move CREW Pittsburgh towards the realization of its vision. The goals are not in any order of priority. Every goal will need to be accomplished if the organization is to fully achieve its vision.

*On the following pages, each goal is accompanied by a set of (a) **objectives**, which represent key issues affecting CREW Pittsburgh's ability to achieve the goal and articulate milestones against which to measure progress.*

GOAL 1 – VALUE OF MEMBERSHIP

Members recognize and proudly articulate the value of their active participation and return on investment in CREW Pittsburgh and CREW Network.

GOAL 2 – BUILDING STRENGTH OF THE CHAPTER/INFRASTRUCTURE

CREW Pittsburgh has a sustainable infrastructure of human capital and financial resources.

GOAL 3 – CREW BRAND AND IMAGE

CREW Pittsburgh is the most recognized and in demand resource for the commercial real estate industry.

GOAL 4 – MEMBERS

CREW Pittsburgh has a growing and diverse membership.

GOAL 1 – VALUE OF MEMBERSHIP

Goal:

Members recognize and proudly articulate the value of their active participation and return on investment in CREW Pittsburgh and CREW Network.

Objectives:

1. HIGH - Improve the quality of networking for CREW Pittsburgh members
2. HIGH - Create and promote membership value
3. MEDIUM - Improve the awareness of the CREW Network resources available to its members.
4. MEDIUM - Create a consistent culture where CREW Pittsburgh members are recognized for successes
5. Recognize value locally and nationally (including resources available)
6. Recognize members achievements and expertise
7. Articulate the value
8. Recognize job referral, business referrals
9. Meet member's needs.

GOAL 2 – BUILDING STRENGTH OF THE CHAPTER/INFRASTRUCTURE

Goal:

CREW Pittsburgh has a sustainable infrastructure of human capital and financial resources.

Objectives:

1. HIGH - Create and maintain sponsor value.
2. HIGH - Create and implement an improved budget process to meet the needs of CREW Pittsburgh's strategic plan
3. MEDIUM - Increase the number of qualified and prepared members for board and leadership positions, and the number and depth of talent at the committee level
4. MEDIUM - Maximize the reach and diversity of sponsors
5. Financial stability and reserves
6. Ample human capital resources

GOAL 3 – CREW BRAND AND IMAGE

Goal:

CREW Pittsburgh is the most recognized and in demand resource for the commercial real estate industry.

Objectives:

1. HIGH - Increase media coverage of CREW Pittsburgh
2. HIGH - Increase the number of relevant and industry related programs
3. MEDIUM - Increase the number of member's speaking engagements at industry events
4. MEDIUM - Increase the number of members writing articles and being quoted in publications as CREW members
5. Industry leadership
6. Deal makers
7. Great networking group
8. Multi-disciplined membership that is part of a national organization with unlimited resources

GOAL 4 – MEMBERS

Goal:

CREW Pittsburgh has a growing and diverse membership.

Objectives:

1. HIGH - Target and recruit under-represented disciplines and influential women in the Pittsburgh market
2. MEDIUM - Increase retention rate of membership
3. MEDIUM - Develop future leaders of CREW Pittsburgh
4. Increase membership
5. Diversify membership/capture members in specialized industries
6. Increase visible members
7. Grow the younger membership/get them engaged/mentor.

Feedback from the recent survey was reviewed. Points emphasized are:

Participation in the survey was high.

Membership is weighted towards middle to senior management; members are older experienced, seasoned professionals.

Business contacts and new opportunities are important.

Concerned about affordability.

Members want more programs and events

Members want educational programs

Members want small focused educational programs rather than large programs

Members have little time to volunteer

Members like the chapter's programs

Sponsorship dollars – members have received value

We are seen as an organization about women but want to be seen as a commercial real estate organization.

Philanthropy - 53% of the members responded that philanthropic activity is a fundamental component of their CREW Pittsburgh membership, with 74% of the members wanting to support girls'/women's causes. Continuing, the members agreed to actively support UCrew - 95.6%, CREW Careers – 82.2%, New You Satchels of Caring – 40.9%.